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WHERE YOU SIT IS WHERE YOU STAND

A variety of cognitive strategy research efforts have tested Hambrick and Mason's upper echelons thesis that individual characteristics can be surrogates for managerial beliefs. However, beliefs on corporate-level strategy have not been researched comprehensively, whereas various individual characteristics remain underexposed as explanatory variables. Building on agency theory and social influence theory, the study described in this dissertation hypothesizes that when dealing with corporate strategy, positional characteristics influence managerial beliefs, vis-à-vis demographic and experience characteristics. Research is conducted among 350 executives in 5 multinational corporations. Results show significant relationships, suggesting the importance of taking belief differences across organizational positions into account when researching and practicing corporate-level strategy processes.

Casper van der Veen

Where You Sit Is Where You Stand

WHERE YOU SIT IS WHERE YOU STAND

Organizational Positions as Antecedents of Corporate-Level Strategy Beliefs



Casper van der Veen